

TAKING UNCONSCIOUS BIAS AWARENESS TO THE NEXT LEVEL
– MAKING BEHAVIORAL CHANGE STICK!

NUDGING THE UNCONSCIOUS MIND

PRACTICAL TIPS FOR INCLUSIVE BEHAVIORS & PROCESSES



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INTRODUCTION

WHY, WHAT, & WHO

The Guide Purpose
Unconscious Bias Awareness & Change
Inclusion Nudge
Contributors

THE GUIDE :: WHY & WHAT

UNCONSCIOUS BIAS AWARENESS & CHANGE

More and more, people and business leaders worldwide support Inclusion & Diversity (I&D) and state that they understand the need for change in a rapidly emerging complex, global world. Across most organizations, efforts are aimed at helping achieve the I&D business case benefits with talent, innovation, leadership, global effectiveness, markets, and growth. Many are focusing on raising unconscious bias (UB) awareness in an effort to foster an inclusive culture. Training sessions on UB and good intentions are an important step but far from enough to truly realize this desired cultural and behavioral change.

The creators of this guide argue that impactful behavioral changes require that we ‘outsmart’ our brain. In this guide, we use the methodology of NUDGING. A behavioral NUDGE is a relatively soft and non-intrusive mental push that changes the way the brain makes choices and behaves.

In this guide, the authors have created the term ‘**Inclusion Nudge**’. These nudges are practical interventions that will prod the brain passively and actively, with the purpose of motivating and steering the brain towards more inclusive behaviors – that will stick! Designing these nudges is something everyone can learn and all internal agents of change ought to master this! That’s why this guide is about sharing for free what works!

INCLUSION NUDGES

The 3 types of **Inclusion Nudges** in this guide target challenges in the employee lifecycle. These nudges target both the reflective system and the automatic system of the brain.

“FEEL THE NEED” Nudge

Intend to motivate people (the brain) to feel the need for change rather than having only a rational understanding.

“SYSTEM / PROCESS” Nudge

Intend to assist people (the brain) to make better decisions by altering elements in organizational processes, e.g. candidate screening, promotions, performance reviews, successor planning etc.

“FRAMING /ANCHORING” Nudge

Intend to help people (the brain) perceive an issue differently by altering the frame or anchor of the thought process.

THE GUIDE :: WHO CALL FOR CONTRIBUTORS

The guide *NUDGING THE UNCONSCIOUS MIND: PRACTICAL TIPS FOR INCLUSIVE BEHAVIORS & PROCESSES* will contain practical tips on how to make unconscious bias awareness stick and become a fully integrated part of organizational processes and decision making. The GUIDE will have practical application for internal D&I practitioners, HR professionals, change agents & process owners who want to ensure that their processes, decisions, and ways of working support bias reduction and have a positive impact on the business/organisation.

YOUR CONTRIBUTION

The authors invite you to contribute your examples . Two ways to do this:

1. Complete a template (template is provided by the authors). Please complete one template per nudge. Return to the authors via email.
2. Or through an interview with an author.

You may choose to have your submissions directly attributed to you/your company or submit anonymously, with your name included the general acknowledgement section; please indicate your preference on this when you submit your nudges. Final decision on material to be included in the GUIDE rests with the authors.

USAGE GUIDELINES

In the spirit of partnership, collaboration, and helping to further the I&D practice on unconscious bias and inclusive culture, the authors are freely offering the guide to contributors. Based on professional trust, the authors are requesting that the guide be limited to contributors' own use, not to be distributed outside of your organization. If contributors are excerpting any parts of the guide, the authors ask that attribution be made back to the guide/authors and to the contributing source (if named) of nudges excerpted.

PART 1

Examples of Inclusion Nudges

INCLUSION NUDGE EXAMPLE

PURPOSE OF NUDGE

- Identify the D&I bias challenge in the Employee Life Cycle
- Type: 'Feel the need', 'Systemic/process', or 'Framing' nudge
- The effect/impact you have experienced

DESCRIPTION OF NUDGE – HOW TO DO IT

How to do it step by step

Employee life cycle focus:

Promotions/Moves & Visibility/Network

Challenge: Senior leaders didn't know or have the same level of visibility of the female talents in the senior executive pipeline as the male talents

Type of nudge: Feel the Need Nudge

Purpose:

This simple exercise helped to make the point that there was not gender equality on networks and visibility.

Impact:

It removed a lot of the resistance from the executive leaders and they were much more willing to support the Female Sponsorship program. Within 6 months, there were 3 promotions of women from this program. And there was greater cross-business and cross-geography discussion and visibility of these senior female talents.

How to do it:

Prior to launching a Sponsorship Initiative for Female Senior Talents, there was some resistance on the need for such a program. The executive leaders who were to be the Sponsors felt that they equally advocated for men and women in their businesses for career opportunities, and no special efforts were needed for women.

To kick off the Sponsorship Program, I held a session with the executive Sponsors and began with showing a slide that had all the employees' photos (male and female randomly mixed) who were at the level and talent pool from which the female sponsorees/protegees were. These photos were in their talent profiles in the talent management system. There were over 130 people shown on one slide...tiny photos lined up in rows...but still visible when projected in the meeting room. I asked, "how many of these people do you know?" The executives called out the names of who they recognized and knew. They knew many of them, and could have gone on longer calling out the names. Then I went to the next slide, which faded out the male photos, leaving only the women (which was a very small minority, less than 35). And I asked again, "So, now how many of these people do you know?". They only knew a very small number of them.

CONTRIBUTOR

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SOURCE OF INSPIRATION (if any)

Designed by Lisa Kepinski, Inclusion Institute

INCLUSION NUDGE EXAMPLE

PURPOSE OF NUDGE

- Identify the D&I bias challenge in the Employee Life Cycle
- Type: 'Feel the need', 'Systemic/process', or 'Framing' nudge
- The effect/impact you have experienced

DESCRIPTION OF NUDGE – HOW TO DO IT

How to do it step by step

Challenge: Organisational Culture: Get top leadership buy-in and support to stop bullying, harassment and discrimination.

Type: 'Feel the need' nudge and a 'framing' nudge

Purpose:

To create buy-in from top management to prioritise to more pro-actively prohibit bullying, harassment, discrimination.

To make leaders and employees feel the need to change behavior.

Impact:

Top leaders shocked by the real life practical examples and how these issues play out in their organisation.

Prioritise resources to take action immediately: empower all, better formal grievance procedure, procedure to deal with critical situation (to change the culture in a department etc.).

How to do it:

1. Collect real life examples from the organisation; White collar, blue collar, leaders etc.
2. Convert each one into "Quotes in the first person" , e.g. "When my colleagues go to lunch they never invite me. They often keep important information from me....."
3. Post these on a wall in a meeting room (make sure to have enough to cover a wall or more) and have the participants/leaders stand/walk around and read these.
4. Convert the percentage of people who have experienced this – data from internal employee surveys – into a number of people: 15% = 3100 people ... going to work every day feeling miserable and underperforming due to this. Make this number visual. – show instead of tell. ('framing' nudge and 'feel the need' nudge)
5. Make a reverse business case (framing nudge): Show findings from research showing how much each person underperforms, e.g. 30% decrease in decision-making ability
6. Make a calculation on how much the company loses financially (Behavioural driver: what we lose weighs more than what we gain)
7. Show just the most critical actions to take (keep it simple) to deal with this issue.

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SOURCE OF INSPIRATION (if any)

Design by Tinna C. Nielsen

INCLUSION NUDGE EXAMPLE

PURPOSE OF NUDGE

- Identify the D&I bias challenge in the Employee Life Cycle
- Type: 'Feel the need', 'Systemic/process', or 'Framing' nudge
- The effect/impact you have experienced

DESCRIPTION OF NUDGE – HOW TO DO IT

How to do it step by step

Employee Life Cycle: Organisational Culture

Challenge: Empathic understanding of the experience of exclusion and the impact on the individual and the organization

Type of Nudge: Feel the Need Nudge

Purpose:

To highlight through personal stories showing the experience of exclusion & inclusion in the organization and the impact on the business through productivity, engagement, innovation, process improvement, company pride, talent retention, & loyalty. Used with executives, managers, and employees to trigger deeper understanding of the small behaviors which contribute to others feeling included and valued by the company (or not).

Impact:

Have used this nudging technique for over 15 years, and still hear back from people how impactful this was to opening their thought process on the experience of others and quick checks they still do on their own behaviors which could further inclusion.

How to do it:

"Reader's Theater"

This is comprised of several short vignettes (in written form, between 1 to 3 paragraphs each...less than one page each), both positive and negative, that real employees of the company have experienced. Identifying details changed to protect employees. A collection of these, about 15, are then mixed to form the script of the "Reader's Theater". A variety of company employees (including senior managers and employees) are the Readers, with one or two stories assigned to each person. They do a couple of group practice reads to get comfortable with the story. All have a copy of the script in their hands, and they stand in a line in front of the audience. A moderator, introduces the process ("stories will be read, these are true but the identifying details have been changed, please listen in silence and note your own thoughts as you listen, a discussion will be held at the end of the Theater"). Then, the readers proceed with reading out the stories, stepping forward when reading, stepping back when done, and so on. A discussion is held afterwards ("How did what you heard impact you? What is the impact to the employee? To the team? To the organization? What would you do if this was you? Or your colleague? What is one take away action that you will do going forward?")

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SOURCE OF INSPIRATION (if any)

First developed by HP GLEN (GLBT) ERG and then we expanded to other groups.

INCLUSION NUDGE EXAMPLE

PURPOSE OF NUDGE

- Identify the D&I bias challenge in the Employee Life Cycle
- Type: 'Feel the need', 'Systemic/process', or 'Framing' nudge
- The effect/impact you have experienced

DESCRIPTION OF NUDGE – HOW TO DO IT

How to do it step by step

Employee life cycle focus:

Recruiting/interviewing process

Type of nudge: 'Systemic/process' nudge

Purpose: Making evaluations of qualifications, potential, performance, talent etc. more objective and improving decision making in the selection process.

Unconscious bias awareness and intercultural intelligence is not enough to make the screening and selection process objective. It is necessary to implement process steps in the recruitment process to help the brain make better decisions and reduce the negative impact of biases - and challenge the behavioral drivers of 'status quo', 'mindless choosing', and 'confirmation bias' (reduce the tendency to primarily consider information that tends to confirm our assumptions/beliefs).

Impact: More diversity in the final pool, better chances of selecting the best qualified candidate and promoting equal opportunities.

Anonymous first screenings of applications/candidates in various ways.:

In the e-recruiting system the demographic identity factors such as gender, age, name, picture (other) is not revealed to the recruiting panel (neither HR recruiters nor managers) in the first screening process. When the candidates for the shortlist (for interview) have been selected the identity information is given to the recruiting panel.

Require that search agencies deliver candidates anonymously, no name, picture, age, nationality, gender revealed on the list of candidates – only when they have been selected for an interview.

One from the recruiting team (HR) participate in the interview by phone – experience from Arla Foods show that this person often have a different perspective on the candidate because their evaluation is not being 'disturbed' by looks and gestures etc.

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MOVE THE ELEPHANT FOR INCLUSIVENESS
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SOURCE OF INSPIRATION (if any)

Arla Foods
Marks, Marilyn (February 12, 2001). ["Blind auditions key to hiring musicians"](#). *Princeton Weekly Bulletin*. Retrieved 2012-12-28

INCLUSION NUDGE EXAMPLE

PURPOSE OF NUDGE

- Identify the D&I bias challenge in the Employee Life Cycle
- Type: 'Feel the need', 'Systemic/process', or 'Framing' nudge
- The effect/impact you have experienced

DESCRIPTION OF NUDGE – HOW TO DO IT

How to do it step by step

Employee life cycle focus:

Development / Career Map

Challenge: Significantly more men were on international assignments than women, and these types of assignments are seen as a required career experience for promotion to senior executive roles. This pattern sharply narrowed the pipeline of internal women for senior executive roles.

Type of nudge: Framing/ Anchoring Nudge

Purpose:

This Inclusion Nudge intent was to widen this pipeline to be more gender balanced. By changing the anchor of the thought process in an existing organisational process we got more accurate data about men and women's interest in international assignments.

Impact: By simply reframing one question, there were more women (over 25% increase in one year) stating that they would be open to an international assignment.

Extensive organizational and external research was conducted (including focus groups, leader interviews, review of international mobility processes, etc) to reveal potential for gender bias. Results showed that the first trigger for an international assignment rested with the employee herself or himself by their own answer to one question in their online Talent Profile. The question asked, "Will you take an International Assignment?"

Research showed that women tended to answer the question with a "no" due to reflection of that current moment, with thoughts of home & life demands on her right then (*"How will I ever get everything arranged? So much is depending on me to be here and available."*). Whereas, men tended to answer the question with a "yes" (*"I'll sort it out when the time comes. There's no firm offer right now."*).

The System Inclusion Nudge that we put in place was to change the question to read *"Will you consider an international assignment at some point in the future?"*

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SOURCE OF INSPIRATION (if any)

Designed by Lisa Kepinski, Inclusion Institute

PART 2

HOW

4 key principles of Inclusion Nudge design

The employee life cycle

Template for your contribution

THE PRINCIPLES OF NUDGING :: HOW

WHAT CHARACTERISES A POWERFUL NUDGE?

As a nudge designer there are a few simple principles you should use to design interventions that alter people's behaviour in predictable ways, and based on knowledge about what drives people's behaviour.

An Inclusion Nudge should be a practical intervention that helps people make better decisions, promote inclusion, and reduce unconscious bias as an inherent part of doing business as usual.

4 KEY PRINCIPLES OF INCLUSION NUDGES

- :: Motivate both the automatic system & the reflective system of the brain
- :: Target specific behavioural drivers
- :: Do not forbid or punish
- :: Keep it simple



KEY PRINCIPLES OF NUDGING NO. 1

Motivate both the automatic system & reflective system of the brain

UNDERSTANDING the business need for diversity is not enough; people need to **FEEL** the need for change to achieve sustainable behavioural changes that improve our businesses and workplaces. To make long-term and effective behavioral changes, we need to motivate the two interdependent systems of our brain. But the way this is done differs (see principle #2).

Two Cognitive Systems*

Automatic System

- Uncontrolled
- Effortless
- Associative
- Fast
- Unconscious
- Skilled



Reflective System

- Controlled
 - Effortful
 - Deductive
 - Slow
 - Self-aware
 - Rule-following
-

Use the Whole Brain

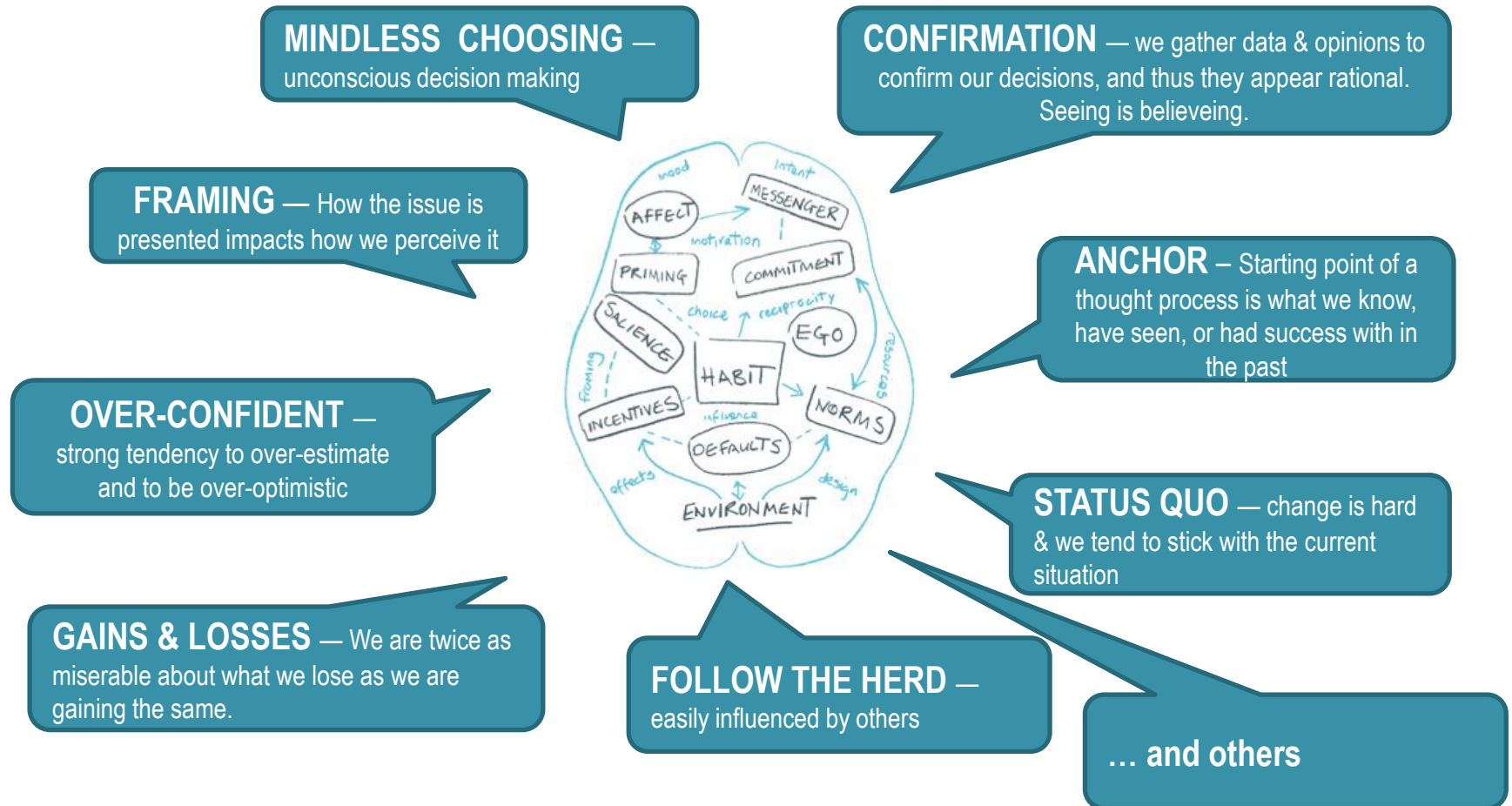
An Inclusion Nudge that appeals to the automatic and emotional oriented system will motivate change and this will help the rational system move in a direction of more inclusive behaviors. These nudges are designed to give people an emotional trigger and 'eye-opener' on the impact of unconscious bias and 'mindless choosing'. This kind of nudge takes 'good' intentions to the next level and the seen effects are more buy-in for change, action with increased reflection, and a new 'language' to challenge status quo.

*Source: *Nudge*, Thaler & Sunstein, 2008, p 22

KEY PRINCIPLES OF NUDGING NO. 2

Target specific behavioural drivers

Understanding human behaviour is key to designing nudges that will promote more inclusive behaviour and sustainable behavioral changes. These behavioral drivers and fallibilities of the mind can all be turned into powerful nudges; some of these are:



KEY PRINCIPLES OF NUDGING NO. 3

Do not forbid or punish

A nudge should be non-intrusive, meaning that the behavioural change should not happen because of punishment or financial incitement. A nudge has the purpose of laying out alternative choices, not taking away choice options. For effective cultural change, Inclusion Nudge designers should lay out alternative options that lead to behavioural changes that will 'stick' in the long run.

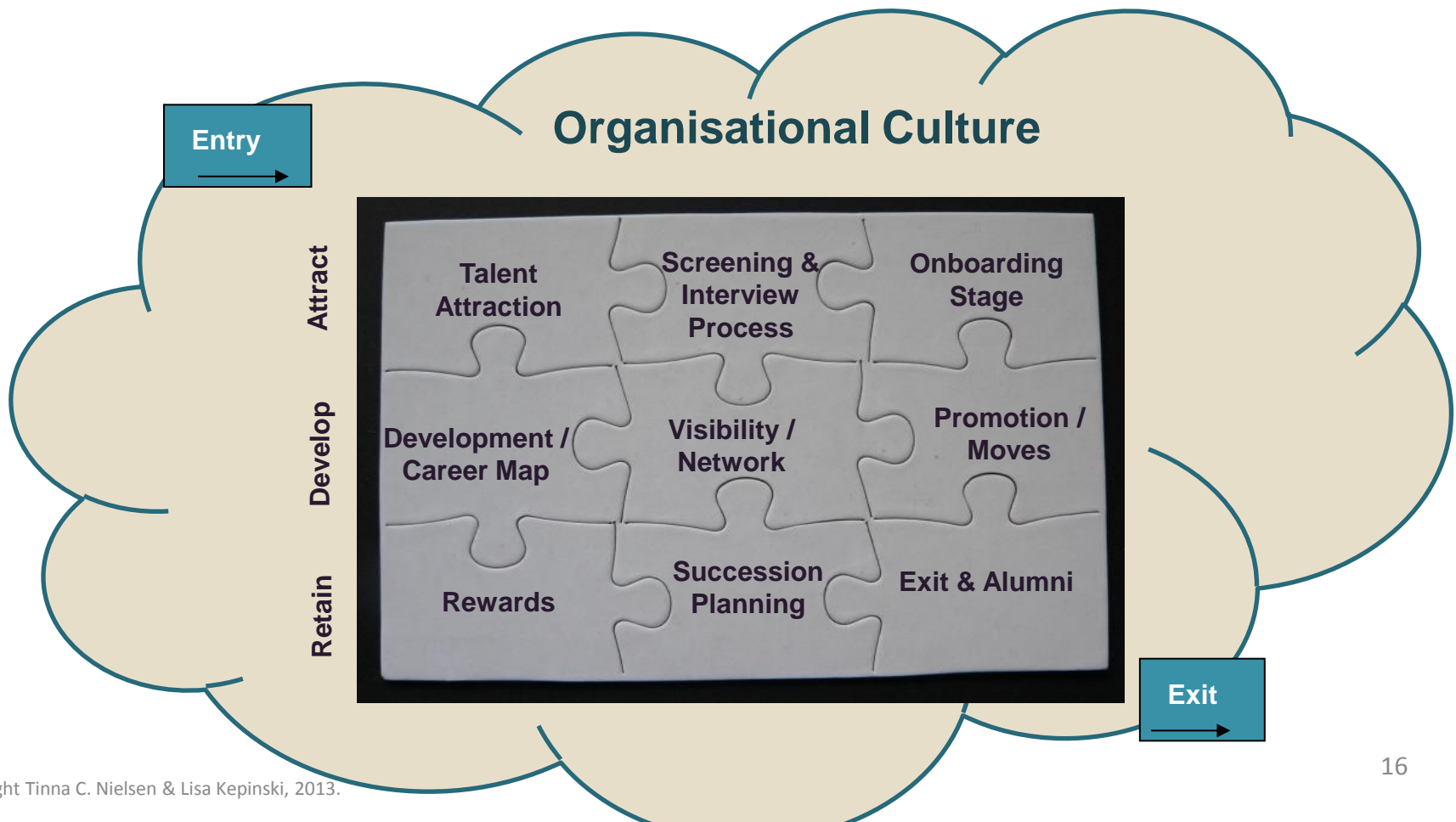
KEY PRINCIPLES OF NUDGING NO. 4

Keep it simple

To motivate the automatic subconscious to change behavior, we need to “shrink” the change. People are more likely to start change if it is simple. For example, this can be done by making the nudge an integrated part of existing organisational processes (e.g. HR), not something that is extra and can choose to opt out/opt in.

EMPLOYEE LIFE CYCLE FRAMEWORK FOR INCLUSION NUDGES

Using a generalize employee life cycle framework, commonly seen in most organizations, the GUIDE will share specific, practical Inclusion Nudges (all 3 types—Feel the Need, System/Process, & Framing Nudges) for each piece of the employee career experience puzzle and generally on organisational culture. Examples of each aspect of the employee life cycle are on the next slide. If there are other parts of the employee life cycle in your organization not covered here, and for which you'd like to offer inclusion nudges, please share with the authors.



EMPLOYEE LIFE CYCLE FRAMEWORK FOR INCLUSION NUDGES

TOPIC	EXAMPLES <i>(not an exhaustive listing)</i>
Talent Attraction	Employer branding (including text, images, formats), Recruiting approaches and source channels (internal & external), Integration of organisation (Product Marketing, CSR, & PR, etc.), Job descriptions
Screening & Interview Process	Screening process of applications & candidates, End-to-end candidate experience, Formation & prep of interview panel, Interview questions/process, Hiring manager's role in support of diverse hiring, Engagement of employees
Onboarding	First 90 days experience, Welcome, New Employee Training, Mentor/buddy, Integration into company, conveying organizational culture (both formal and the informal/"unspoken" rules)
Development / Career Map	Training—formal and informal & internal and external, Key project assignments, International mobility Assignments, Mentoring, Career planning aligned with organisational leadership expectations
Visibility / Networking	Exposure to senior leaders and other parts of the business, Social settings with work colleagues (formal & informal), Attendance to key meetings, Shadowing
Promotion / Moves	Sponsorship, Check in discussions on employees' career goals, Visibility of internal opportunities, Leadership is inclusive (nationality, gender, etc.), Flex work arrangements for all levels in company
Rewards / Benefits	Equity in compensation, flexible benefits for all stages of employees' life cycle
Succession Planning	Diverse succession slate, External & internal focus, Tracking of movement from readiness stages (e.g. 5-3 years, 2-1 years, Ready Now), Ability of leaders to talk about all successors equally
Exit / Alumni	Exit interviews & data review, Use of alumni network, Contact with "regrettable losses", Rehires of past employees
Organisational Culture	Sense of belonging ('I fit here'), In Group/Out Group dynamics, Harrassment free & non-discrimination environment, Information flow & decision-making transparency, Openness to difference, Ability to voice alternative views

Designing Inclusion Nudges for these topics: Identify the challenges, the behavioral change needed, & the behavioral drivers/biases, the decision point in a process, then design nudges that trigger the mind towards inclusive behavioral. Focus these little mental pushes on feeling, deciding, and/or perceiving.

YOUR CONTRIBUTION :: YOUR EXAMPLES

PURPOSE OF NUDGE		DESCRIPTION OF NUGDE – HOW TO DO IT
<ul style="list-style-type: none"> • Identify the D&I bias challenge in the Employee Life Cycle • Type: 'Feel the need', 'Systemic/process', or 'Framing' nudge • The effect/impact you have experienced 		How to do it step by step
<p>Employee life cycle focus:</p> <p>Challenge:</p> <p>Type of nudge:</p> <p>Impact:</p>		<p>How to do it:</p>
<p>CONTRIBUTOR Name & organisation, Contact info, Please indicate if OK to share with credit to you/your organisation or list as "anyonymous"?</p>		
<p>SOURCE OF INSPIRATION (if any)</p>		

About the authors

Learn how to make Inclusion Nudges

Resources for further learning

AUTHOR'S BIOS

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Tinna is an anthropologist and a behavioural economist by heart (and profession). She is the Global Head of Diversity, Inclusion and Collaboration in Arla Foods. For the past 15 years, her passion has been to make differences make a difference in as many domains as possible. For this purpose she founded MOVE THE ELEPHANT FOR INCLUSIVENESS in 2013 - a non-profit organisation founded on a gift-economy that is about sharing what works. She has extensive experience with leadership development, team development, and cultural and systemic changes. In every aspect of organisational and people development, Tinna focus on mitigating unconscious bias and designing nudges for more inclusive behavioural changes. She is continuously searching for innovative solutions, new learning opportunities and is happily sharing her knowledge and approach with others. Tinna is a keynote speaker and workshop facilitator in many different domains such as academia, UN, public schools, Oxfam, ICRC, private organisations, etc. She lives in Denmark with her family of five and has lived in various countries.

Lisa Kepinski



Founder, Inclusion Institute

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Lisa brings over 20 years Inclusion & Diversity (I&D) experience as a senior D&I executive with AXA, Microsoft, & Hewlett-Packard, and most recently as the Founder of the Inclusion Institute focused on D&I research, consultancy, training, & coaching. Her special expertise in organizational development integrated with I&D make her a unique resource for change at all levels, from the individual to the systems level. For many years, Lisa has been on the advisory boards of Catalyst Europe and W.I.N., is a founding member of a European-based Global D&I Network, & a faculty member for the Conference Board's "D&I Academy" teaching new I&D leaders. She has a Bachelor's degree in Social Psychology and a Master's degree in Linguistics, with a specialization on gender communications. She has lived in 5 countries and travelled extensively in her global roles. Lisa was born & educated in the US, has worked in Europe for over 10 years, and lives in Germany and the US with her husband and 2 daughters who are originally from Poland.

Inclusion Nudges Learning Lab

Helping Our Brains Make Better Decisions for Inclusive Organizations

This interactive learning lab is designed to help organizations move beyond simply awareness of unconscious bias. Awareness alone does not lead to cultural and behavioral change. To make it stick, a combined approach is needed on understanding, feeling, motivation, behaviors, & organizational processes.

Modules in the Inclusion Nudges Learning Lab:

:: Overview of Behavioral Drivers and Unconscious Bias (UB)

Illustrates the impact of the unconscious mind and the types of biases and behavioral drivers that control our decisions and frequently occur in the workplace. Practical application discussions throughout to ensure that learning is contextualized within your organizational culture. Depending on the organization, this may be expanded or customized based upon past initiatives on UB, however some understanding on hidden biases and behavioral triggers is required before launching into the Nudges modules. If no work has been done on UB, contact Lisa Kepinski regarding a separate in-depth Unconscious Bias Learning Lab.

:: Introduction to Inclusion Nudges & Design

Inclusion Nudges are relatively soft, nonintrusive mental pushes that will alter behaviors and help our brains make better decisions for a more inclusive organization, and thus help the business reap the benefits of D&I on talent, innovation, market growth, global effectiveness, and leadership. Examples are provided of Nudges in our everyday life, including in the workplace, then we turn to key design principles of Nudges, and becoming a Choice Architect for Inclusion. We work with three types of Inclusion Nudges; *'Feel the need nudge'*, *'System/Process nudge'* and *'Framing/Anchoring nudge'*.

:: Making it Stick: Inclusion Nudges for Your Organization

This module applies the knowledge of bias and the nudging technique to key organizational challenges, practices, and procedures where bias may occur. Aimed at critical decision points, bespoke Inclusion Nudges for your organization will be designed to foster behavioral change for a more inclusive environment.

Who should attend?

Key decision makers & processes owners. Examples: Diversity & Inclusion practitioners, HR BPs, managers of HR functions, marketing, communications, CSR, research & innovation, safety/well-being, and anyone working with behavioral change in organisations

Duration: 1 day

Offered by:

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RESOURCES FOCUSED ON UB & NUDGES

BOOKS

SWITCH. How to change things when change is hard. Chip & Dan Heath, 2010

NUDGE. Improving decisions about health, wealth and happiness. R.H. Thaler & C.R. Sunstein, 2008

THINKING, FAST AND SLOW. Daniel Kahneman, 2011

MADE TO STICK. Chip & Dan Heath, 2007

THE POWER OF HABIT. Why we do what we do and how to change. Charles Duhigg, 2012

SUBLIMINAL. How Your Unconscious Mind Rules Your Behavior. Leonard Mlodinow, 2012

BLINK. The Power of Thinking Without Thinking. Malcolm Gladwell, 2006

DRIVE. The Surprising Truth About What Motivates Us. Daniel Pink, 2009

PREDICTABLY IRRATIONAL. The Hidden Forces That Shape Our Decisions. Dan Ariely, 2009

THE UPSIDE OF IRRATIONALITY. The Unexpected Benefits of Defying Logic at Work and at Home. Dan Ariely, 2010

THE SOCIAL ANIMAL. David Brooks, 2011

THE VALUE OF DIFFERENCE. Eliminating Bias in Organizations. Binna Kandola, 2009 , & *THE INVENTION OF DIFFERENCE: The Story of Gender Bias at Work,* 2013

ARTICLES, RESEARCH PAPERS

When Performance Trumps Gender Bias: Joint versus Separate Evaluations. Working Paper. I. Bohnet, A. van Geen, M.H. Bazerman, Harvard Business School, March 2012

Making Great Decisions. C. Heath & O. Sibony, McKinsey Quarterly, April 2013

Cognitive repairs: How Organizational practices can compensate for individual shortcomings. C. Heath, R. Larrick, J. Klayman. Research in Organizational Behavior, 1998, Vol.20, pp. 1-37.

Case study: Heidi vs. Howard:
www.europeanbusinessreview.com/?p=6785

Marks, Marilyn (February 12, 2001). "[Blind auditions key to hiring musicians](#)". *Princeton Weekly Bulletin*. Retrieved 2012-12-28

Practitioners Guide to Nudging, Rotman School of Management, Univ of Toronto, March 2013
<http://www.rotman.utoronto.ca/-/media/Images/Programs-and-Areas/behavioural-economics/GuidetoNudging-Rotman-Mar2013.pdf>

OTHER SOURCES

TED TALK:
http://www.ted.com/talks/alex_laskey_how_behavioral_science_can_lower_your_energy_bill.html

Nudges to think out of the box: Thefuntheory.com